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AUTHOR Havelock, Ronald G.; Zlotolow, Steve
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ABSTRACT

This guidebook describes how successful change happens and how change agents can organize their work to make it happen. It is designed to help change agents in various organizational settings understand the dimensions of the problem and the social situation; organize a plan for change; know what to look for and what to avoid in one's self, team, clients, and choice of innovation; know about potential resources and how to gain access to them; and learn which strategies have worked for others and why. Following the introduction, which explains basic principles and definitions, Part 1 presents stories of four change agents and the innovations they introduced. The change agents played a wide range of roles--that of student, teacher, administrator, and outside consultant. Each case is analyzed in terms of the book's change model. Part 2 contains 7 chapters, each of which represents one stage of the change process. The stages include: (1) care: establish the need for action; (2) relate: build relationships to and among clients; (3) examine: understand the problem; (4) acquire: seeking and finding relevant resources; (5) try: committing to solutions; (6) extend: gain deeper and wider acceptance; and (7) renew, recreate, and terminate. The third part provides lists of information resources--academic institutions, consulting organizations, research and development centers, human resource organizations, and electronic and written references. Part 4 describes the roles available to change agents, organizational change strategies, and strategic planning principles. Twenty-four figures are included. (LMI)

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